A message from our Chairman and CEO, Sean Doyle

We’re on a journey to a better BA and it’s something everyone here is committed to.

I can’t pretend that running an airline over the last few years has been without turbulence. We’ve had to dig deep to withstand the impact of the global pandemic which almost shut us down completely. Since then, our focus has been on rebuilding - putting in place solid foundations and embedding a mindset of continuous improvement. We’ve come a long way and we’ve achieved great results, but we know we have further to go.

For our teams, 2026 is about continuing to transform and innovate - unlocking the full benefits of the changes we’re making; taking everything we’ve built so far and raising the bar even higher. One of our mottos now is ‘Find it, Fix it’.

Our £7bn investment plan supports our ambition. We’ve already delivered more than 1,000 improvement projects, spanning every corner of the airline. From upgrading aircraft cabins and lounges to overhauling our operations and digital systems, the results are visible in how we’re delivering a better BA for everyone who flies with us, works with us and invests in us. The progress we’ve made means our business is now stronger, more resilient and better equipped to handle the challenges that come with running a global airline.

Transforming our operation

The foundations of a better BA enable us to be a resilient, punctual and safe operation - underpinned by high standards and technical reliability. Alongside the introduction of our Heathrow operating model, our £100m investment in technology has helped us make incredible progress in improving our on-time performance; something our customers fully deserve. The summer of 2025 was one of our most successful on record for punctuality. We’re all boosted by this achievement, and we’ll continue to build on this. We’re changing our operation for the better as we continue to modernise our systems with new technology, AI, machine learning and automation. We’ve updated and simplified a number of our most critical systems, making us more resilient and when unexpected issues occur, we recover much more quickly.

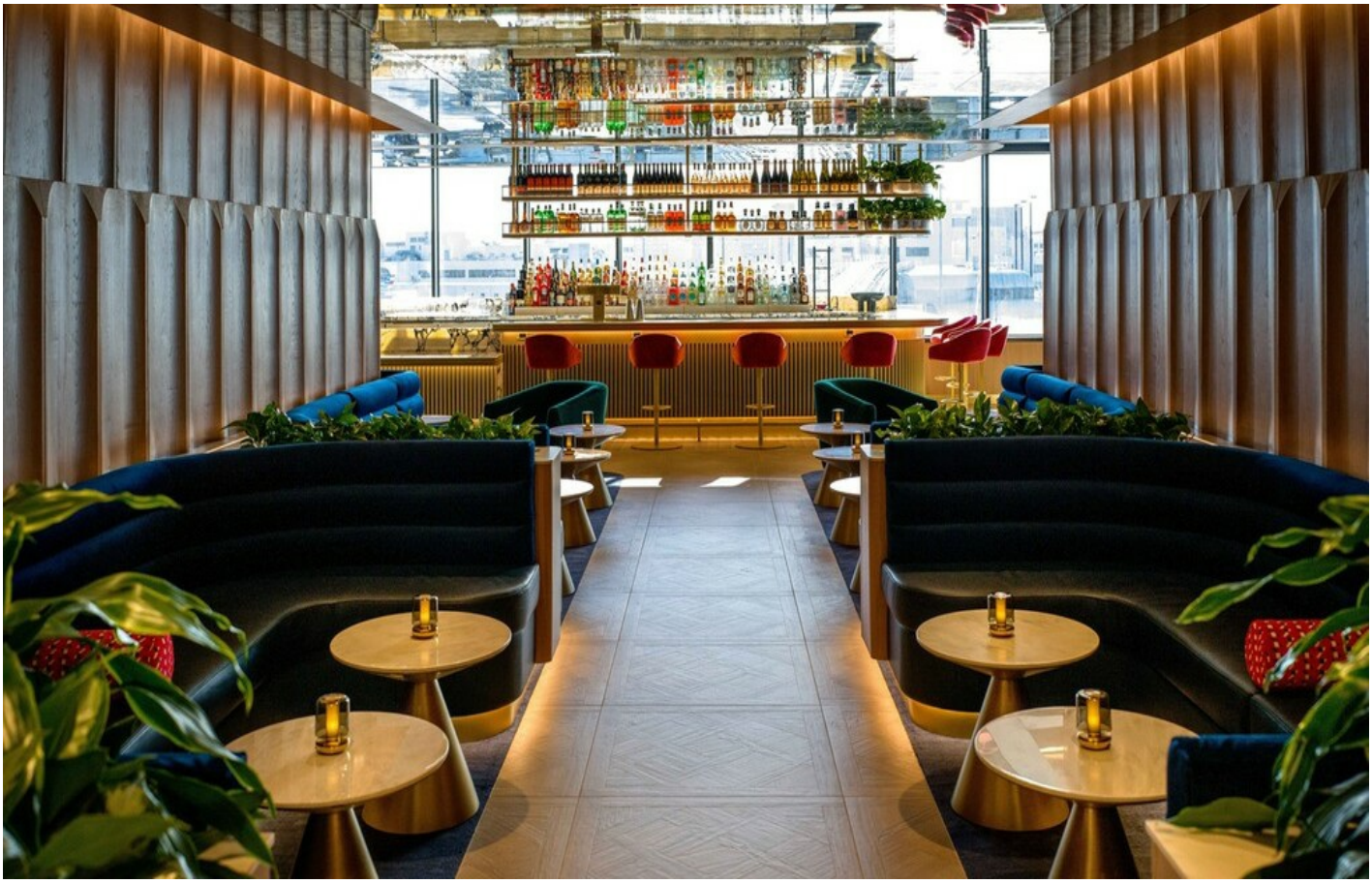
We've been laser-focused on improving the reliability of our aircraft to reduce delays and cancellations. The use of AI in our operation is helping deliver a significant improvement in our ability to recover from periods of weather and air traffic disruption. The technology has helped us deliver a 10% decrease in aircraft turnaround times and an estimated 10-15% reduction in cancellations on days where we have restrictions on the number of our aircraft that can take off and land at Heathrow.

We're regularly welcoming new deliveries of modern, fuel-efficient planes into our fleet of 280+ aircraft. We've also grown our electric vehicle fleet as part of our airport operations and made one of the largest investments into ground service equipment in the UK to enhance the customer journey and support our sustainability goals. We've introduced 15 hydrotreated vegetable oil (HVO) powered buses, offering improved comfort and reduced emissions and supporting our BA Better World initiatives. We continue to invest in Sustainable Aviation Fuel (SAF)* and we recently celebrated four years of our BA Better World programme, with our colleagues driving the change we need to see. Thanks to the generosity of our people and customers, the BA Better World Community Fund has raised more than £8 million, supporting more than 200 UK-based charities and social enterprises - a truly remarkable achievement.

Transforming our customer experience

We're focused on elevating the customer experience both on the ground and in the air to meet customers' expectations, offering greater choice and competitive value. This includes our plans to introduce free, lightning-fast Starlink Wi-Fi on our aircraft from 2026 onwards. In the digital space, we're launching a new ba.com and app to offer our customers a seamless and reliable user experience that makes travel simpler and more enjoyable.

We’re investing in our lounges and recently unveiled our bold new design concept with brand new openings in Miami and Dubai. We also completed lounge refreshes in London Gatwick, Lagos, Singapore, Seattle, and Washington Dulles.



We’re also introducing our new First seat as part of our A380 retrofit programme next year, continuing the rollout of our Club Suite (business class) and new short-haul cabins. We’re equipping our Customer Care team with new technology and connectivity to deliver a premium experience at 35,000ft, offering support for when things don’t go to plan. We’re in touch with our customers now more than ever before and have been improving our communications to offer a more seamless experience. Our Customer Relations team is rolling out WhatsApp messaging to a wider customer base following successful trials, and we’re increasing our live chat functionality to offer quicker in-the-moment solutions. Plus, we’re now offering digital vouchers at Heathrow during periods of disruption to allow customers to book hotels and buy food and drinks with greater ease.

Transforming our business

Our purpose remains to connect Britain with the world and the world with Britain, and we’ll continue to grow our network and ensure we’re competitive, while focusing on doing this sustainably. In 2026 we’re adding a further direct route between London and North America - taking the number of destinations we fly to directly in the US to 27, as we add St. Louis to our roster. In the competitive short-haul market we’ll focus on making sure we’re efficient and our costs are sustainable.

It’s important that BA is an organisation that our people are proud to work for, and I want to pay tribute to their hard work and dedication, which I see day in, day out when I’m out and about.

Our people are our biggest asset and are at the heart of our transformation. They're crucial to our success as an organisation, and we'll continue to enhance their experience, while embedding a change mindset and delivering a high-performance culture. This will be underpinned by strong leadership, collaboration, modern workspaces and tools. In everything we all do, every single one of us are guided by our corporate values:

Excellence – striving for world-class standards in everything we do

Caring – showing warmth, respect and genuine pride in representing BA

Open-Minded – being curious, bold and ready to embrace new ideas.

Change takes time, but I'm encouraged by the results we're seeing and our efforts to step up the execution of all our transformation projects.

I'm grateful for your support as we continue on our journey to a better BA, and on behalf of the entire team, we're looking forward to seeing you on board soon.

Sean Doyle,

British Airways' Chairman and CEO

** Sustainable Aviation Fuels' ('SAF') are defined in the Refuel EU Aviation Regulation as aviation fuels that are either synthetic aviation fuels, aviation biofuels or recycled carbon aviation fuels.*